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**“LEADERSHIP APPROACHES OF SANGUNIANG KABATAAN (SK) CHAIRMAN  
IN LAOAG CITY, ILOCOS NORTE”**

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## CHAPTER I

### THE PROBLEM AND ITS SETTINGS

#### Introduction

Leadership approach refers to a specific framework or model that outlines how leaders influence and interact with their followers to achieve goals and drive organizational success. Leadership approaches can be explored from different perspectives, offering insights into how leadership functions in different contexts, from organizations to communities. These approaches explore different leadership styles, behaviors, and characteristics, emphasizing how leaders motivate, guide, and support their teams.

In the Philippines, the leadership approach of Sangguniang Kabataan (SK) leaders is shaped by youth-focused governance, cultural values, and socio-political dynamics. While SK leaders, often young and inexperienced, are expected to be transformational leaders, inspiring peers in community development and social change, they face challenges such as limited experience, resources, political pressures, and balancing authority with peer relationships, all of which impact their leadership effectiveness.

The Sangguniang Kabataan (SK) was established through Presidential Decree No. 684 in 1975 to provide Filipino youth with a platform for political engagement and leadership development at the barangay level. Republic Act No. 10742 (2015) reformed the SK system, raising the age eligibility for officials to 18-24 (previously 15-17 for chairpersons and 15-21 for councilors) to ensure more maturity and experience in leadership. SK leaders face challenges such as limited leadership experience and governance expertise, which can hinder decision-making and resource management. They are also often influenced by local political pressures, family interests, and community

expectations, which can restrict their autonomy. Additionally, the lack of formal training in leadership and public administration can result in inefficient decision-making, poor project management, and ineffective communication with constituents.

In this study, the researchers sought to provide information on determining the leadership approaches of the Sangguniang Kabataan (SK) Chairmen in Laoag City, Ilocos Norte. With the help of this study, SK Chairmen will manage their leadership more effectively and contribute positively to their community.

### **Background of the Study**

The researchers observe that instead of examining how to change processes and the consequences of affecting young participants, most existing research on youth organizing programs has primarily focused on their community and political outcomes. On the other hand, the SK Chairperson has lost effectiveness in promoting democratic ideals and service-oriented leadership, as they are perceived to lack interest or be disengaged from politics.

SK Chairpersons in the Philippines face a shortage of training and seminars due to several factors. Another problem is that SK leaders might rely too much on their official roles for community engagement rather than seeking other methods (Alampay & Angeles, 2012). These issues limit the comprehensive and ongoing training necessary for SK officials to effectively perform their duties. Nelson (2010) underscores that there is insufficient research on youth leadership, pointing out that many programs aimed at developing youth leadership may fall short of their goals. This limitation means that while participants may develop some leadership-related skills, they might not gain the practical

opportunities needed to fully grow as leaders. According to a study by the Center for Information and Research on Civic Learning and Engagement (CIRCLE), 59% of young women aged 15-25 and 57% of young men in the same age group were not actively involved in community or political activities (Marcelo et al., 2007). Research suggests that fostering intergenerational experiences where youth and adults interact and work towards shared goals can help reduce negative attitudes and support the development of youth leadership (Jones, 2006; Piquart et al., 2000).

Locally, some SK Chairpersons seem to see their positions mainly as a way to gain personal recognition and advance their own interests rather than leading and serving their community. Their motivations appear self-serving and lack a genuine commitment to their constituents' welfare and development. Instead of using their role to address community needs and drive positive change, they focus on personal gain and visibility.

Given the challenges of ineffective leadership in communities, the researchers propose a study to explore how youth leadership programs impact actual leadership development. The study assessed whether these programs offer real leadership opportunities or focus mainly on secondary aspects like community service and character building. Specifically, it determined the leadership approaches of SK Chairpersons in Laoag City, Ilocos Norte, focusing on their leadership approach, challenges, and strategies to overcome obstacles. This research aims to identify key leadership issues overlooked in previous studies. Ineffective leadership can lead to unclear goals, unresolved issues, and hindered community development.

From a criminological perspective, leadership is essential for guiding law enforcement, policy development, and rehabilitation efforts.

Leaders in the field make key decisions, manage teams, and implement strategies to uphold justice, maintain public safety, and promote ethical practices. Effective leadership drives reforms, fosters collaboration among agencies, and ensures the fair treatment of individuals within the justice system while addressing issues such as crime prevention, rehabilitation, and community trust.

### **Statement of the Problem**

This study aimed to determine the leadership approach of the Sangguniang Kabataan Chairman in Laoag City, Ilocos Norte. Specifically, this study aimed to answer the following questions:

1. What is the leadership approach applied by the SK Chairman?
2. What are the problems encountered by the SK Chairman in leading the Sangguniang Kabataan organization?
3. What adaptive strategies are applied by the SK Chairman to overcome the challenges faced in leading the SK organization?

### **Theoretical Framework**

The theoretical framework is the structure that can hold or support the theory of a research study (Labaree, 2009). The following are the theories that support the study:

#### **Behavioral Theory**

The behavioral theory of leadership was created by Robert Blake and Jane Mouton (1964). This theory categorizes behaviors as task-oriented and people-oriented, in which people-oriented leaders believe that productivity is the result of team members' happiness and encourage creativity and innovation, while task-oriented leadership

instead focuses on completing a designated goal as quickly and efficiently as possible.

Behavioral theory examines how leaders manage tasks and interact with people, suggesting that effective leaders develop and adopt specific behaviors rather than relying on inherent traits. In the context of an SK Chairman, task-oriented behaviors are crucial for accomplishing goals, as they focus on improving team commitment, clarifying roles, and managing resources.

### **Servant Leadership Theory**

First proposed by Robert K. Greenleaf in 1970, this theory advocates that a leader's primary motivation and role is service to others. Servant leadership seeks to involve others in decision-making, is strongly based on ethical and caring behavior, and enhances the growth of workers while improving the quality of organizational life (Spears, 1992).

The servant leadership style is based on the idea that the SK Chairman should prioritize serving the greater good. Leaders should be servants first, leading from a desire to better serve others rather than to attain more power. The assumption is that if leaders focus on the needs and desires of followers, the followers will reciprocate through increased teamwork, deeper engagement, and better performance.

### **Trait Theory**

The trait theory of leadership builds on Thomas Carlyle's profound work, *The Great Man Theory of Leadership*, published in the 1800s. According to this theory, some people are born with certain traits that make them more effective and influential than others. Leaders are born with specific traits, making them great individuals destined for leadership (Labaree, 2009).

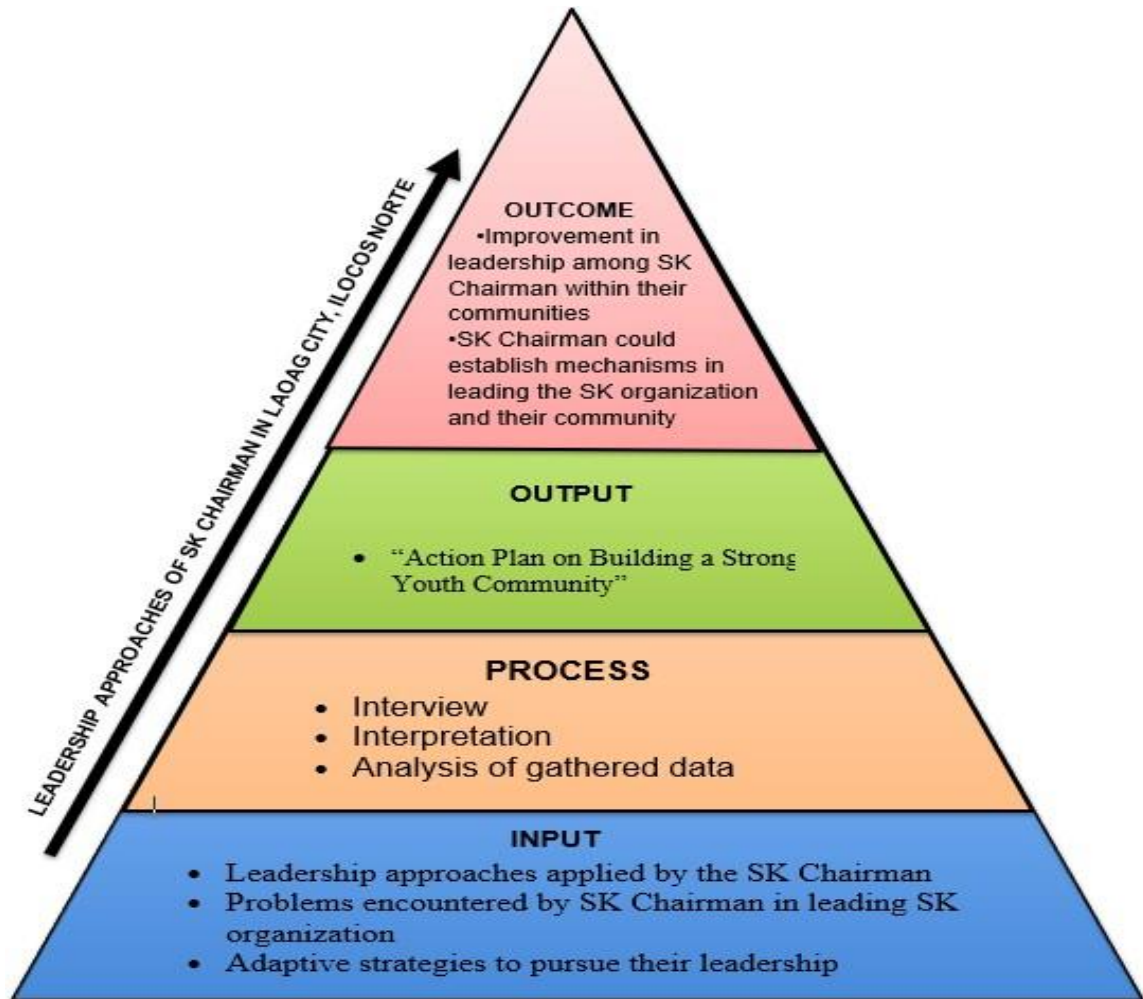
The SK Chairman also exhibits initiative in social situations, demonstrates self-

confidence, and maintains a clear sense of personal identity. These qualities enable them to influence community members and manage the outcomes of their decisions effectively. Additionally, the SK Chairman must be adept at handling interpersonal stress and structuring social interactions to meet specific community objectives.

### **Conceptual Framework**

The study utilized the Input-Process-Output-Outcome (IPOO) model. It refers to the representation of all the factors that make up the process. The IPOO model in school learning is an information processing procedure and has four components: input, process, output, and outcome (Mező, 2011). Inputs are the essential resources and elements needed to start and support any program. The process refers to the series of steps taken to turn inputs into results. Outputs are the direct results produced from these processes. Outcomes are the long-term impacts of these outputs.

The input contains the leadership approaches applied by the SK Chairman, the problems encountered by the SK Chairman in leading the Sangguniang Kabataan organization, and the adaptive strategies applied by the SK Chairman to overcome the challenges faced in leading the SK organization. The process includes the interview, interpretation, and analysis of gathered data. The output is the Action Plan on Building a Stronger Youth Community, which will be given to the SK Chairmen of various barangays in Laoag City, Ilocos Norte. The expected outcome is the improvement in leadership among SK Chairmen within their communities, which could establish mechanisms for leading the SK organization and their community.



*Figure 1. Paradigm of the Study*

### Significance of the Study

The results of the study will provide advantages to the following:

**SK Officials.** This study can serve as their guide on how to improve, manage, and gain additional knowledge for themselves as leaders of their community.

**Commission on Elections (COMELEC).** This will provide insights for them to identify essential requirements and best practices for optimizing SK Chairman operations.

**Public Officials.** This study will help them by offering strategies to enhance their effectiveness and improve governance.



**Community.** This can improve the community's quality of life by identifying better leadership practices and resources for local programs, leading to positive social change.

**Parents.** This highlights the importance of parental involvement in motivating their children to become good leaders and influence their developmental capacities.

**Researchers.** This study will provide valuable insights and data that can advance understanding and inform future studies.

**Teachers.** This study will be useful for teaching students how to be good leaders and how to develop confidence in leadership, even at a young age.

**Youth.** This research can serve as a reference for their future decisions, especially if they aspire to become leaders.

### **Scope and Delimitations of the Study**

The general scope of this study was to determine the leadership approaches of Sangguniang Kabataan Chairmen in Laoag City, Ilocos Norte—specifically, the leadership approaches applied by the SK Chairman, the problems encountered in leading the SK organization, and the adaptive strategies applied by the SK Chairman to overcome the challenges faced in leading the SK organization. The participants are those who have been re-elected as SK Chairmen for two terms in Laoag City in order to determine their leadership approaches and adaptive strategies as leaders.

This study was conducted from the second semester of the academic year 2023-2024 to the first semester of the academic year 2024-2025.

### **Definition of Terms**

To provide a better understanding of the study, the following terms are defined

accordingly:

**Adaptive Strategies.** In this study, this refers to flexible plans or methods that people or groups use to handle changes or challenges.

**Behavior.** This refers to any observable or measurable action, thought, or feeling exhibited by an organism (Susan Nolen-Hoeksema, 2019).

**Leader.** A leader is defined as an individual who influences and guides others toward achieving common goals (Northouse, 2018).

**Leadership Approach.** In this study, this refers to the specific strategies and methods used by an SK Chairman to influence, guide, and motivate individuals or groups to achieve common goals and objectives.

**SK Chairman.** This refers to the elected head of the youth council in a barangay, tasked with leading youth initiatives, representing youth interests, and coordinating community projects (Alampay and Angeles, 2012).

## CHAPTER II

### REVIEW OF RELATED LITERATURE & STUDIES

This chapter includes related local and foreign literature and studies, which are presented in the following paragraphs. This provided the researchers with a broader perspective and aided them in understanding the study.

#### **Opportunities, Challenges, Characteristics, Determinants, and Performance of Self-Employment Among the Youth in Africa**

This paper represents self-employment among young people in Uganda and aims to understand the qualities, reasons, difficulties, and methods involved. The researchers used information from a survey called the School-to-Work Transition Survey, conducted

by the Uganda Bureau of Statistics in 2015. In the study, they used two different methods to analyze the information: descriptive statistics and double and multivariate probit models.

The results showed that a significant number of young people in Uganda work for themselves. Additionally, it was found that many of these young people were very poor and had only a basic education or less. The study identified certain factors that influence young people's decision to become self-employed. These factors included age, the number of children a person has, financial resources, level of education, motivation to earn more money, and the ability to have flexible work hours.

The study revealed that most young entrepreneurs used their own money or financial support from their families to start their businesses rather than obtaining loans from banks. It also highlighted the challenges faced by young people who work for themselves. The biggest problems reported were a lack of capital and intense market competition, which made it difficult for young business owners to succeed. The study found that self-employment did not always result in high earnings for young people in Uganda. Approximately 20–29% of young people who were self-employed did not generate income from their businesses.

Additionally, a large percentage (78.83%) of young individuals who were self-employed lived in poverty. This information provides insight into the situation of self-employed youth in Uganda, highlighting the difficulties they face and the need for targeted support to improve their chances of success in the economy (Uganda Bureau of Statistics, 2015).

### **Organization of the Youth Criminal Justice System in Canada**

Whereas members of society share a responsibility to address the developmental challenges and needs of young persons and to guide them into adulthood; whereas communities, families, parents, and others concerned with the development of young persons should, through multidisciplinary approaches, take reasonable steps to prevent youth crime by addressing its underlying causes, responding to the needs of young persons, and providing guidance and support to those at risk of committing crimes; whereas information about youth justice, youth crime, and the effectiveness of measures taken to address youth crime should be publicly available; whereas Canada is a party to the United Nations Convention on the Rights of the Child and recognizes that young persons have rights and freedoms, including those stated in the Canadian Charter of Rights and Freedoms and the Canadian Bill of Rights, and have special guarantees of their rights and freedoms; and whereas Canadian society should have a youth criminal justice system that commands respect, takes into account the interests of victims, fosters responsibility, and ensures accountability through meaningful consequences and effective rehabilitation and reintegration, while reserving its most serious interventions for the most serious crimes and reducing the over-reliance on incarceration for non-violent young persons.

A youth justice court is any court that may be established or designated by or under an act of the legislature of a province or designated by the Governor in Council or the lieutenant governor in council of a province as a youth justice court for the purposes of this Act. A youth justice court judge is a person who may be appointed or designated as a judge of the youth justice court or a judge sitting in a court established or designated as a youth justice court. When a young person elects to be tried by a judge without a jury,

the judge shall be a judge as defined in section 552 of the Criminal Code. If it is an offense set out in section 469 of that Act, the judge shall be a judge of the superior court of criminal jurisdiction in the province in which the election is made. In either case, the judge is deemed to be a youth justice court judge, and the court is deemed to be a youth justice court for the purpose of the proceeding. When a young person elects or is deemed to have elected to be tried by a court composed of a judge and jury, the superior court of criminal jurisdiction in the province in which the election is made or deemed to have been made is deemed to be a youth justice court for the purpose of the proceeding, and the superior court judge is deemed to be a youth justice court judge.

### **Effective Leadership Within South Africa: A Study of the Perceptions, Experiences, and Practices of Effective Leadership Within South African Organizations**

The aim of this research study is to address these challenges by reviewing the available leadership literature and extracting patterns that emerge regarding effective leadership; determining what effective leadership looks like in a South African context by examining the perceptions, experiences, and practices of effective South African leadership; and investigating the extent to which the theoretical patterns identified reflect effective leadership practices in South African organizations.

Regarding the findings, a number of patterns emerged from the literature review. Additionally, several key leadership themes emerged from discussions with the sample group. In reviewing the findings, the perceptions, experiences, and practices of South African leadership appear to support the theoretical patterns identified, suggesting that American and European leadership literature can be applied and does reflect effective leadership practices within a South African context.

The implications of this include the fact that these theories can be utilized to identify, develop, and implement development interventions aimed at maximizing leadership capability. Furthermore, effective leadership in the U.S. and Europe appears to be similar to effective leadership in South Africa. The findings suggest that South African organizations (like their U.S. and European counterparts) have responded to changes in traditional operating models as a result of growing urbanization, the explosion in information and communication technologies, the emergence of e-commerce, increasing globalization, and the consolidation of businesses. The subsequent shift in leadership requirements has resulted in the production of leaders who demonstrate the same skills, behaviors, and capabilities associated with U.S. and European leadership.

The implication of this is that, despite the social, political, and economic conditions that affected South Africa before 1994 (including the legacy of apartheid and the impact of industrial action, sanctions, and international isolation), leadership within South Africa has, over the past 10 years, managed to transcend these environmental factors and evolve in the same manner as leadership in other parts of the world.

### **Performance of Sangguniang Kabataan Officials as Mandated by the Local Government Code of 1991: An Assessment**

Tersol and Domingo (2012) mentioned that there have been numerous projects organized by SK that have greatly affected communities and barangays. It has been a big aid in executing the functions of the barangay council. The current SK constitution and by laws oblige the youth council to be encompassing. It has divided the SK into a multi-faceted organization that is able to accommodate the major needs of the youth.

Section 192 of Republic Act No. 7160, which tackles Barangay Funds, states that

10% of any sum entered into the budget of the barangay shall be given to the SK. It covers the barangay's IRA (Internal Revenue Allotment), collection, donations received, etc. These have been in accordance with the amended constitution and by-laws that were ratified through a plebiscite on March 16, 2001. SK has been expected to mold and enhance the youth as the next leaders of the nation. It should serve as a training ground for the youth, where they can learn and improve their leadership skills through hands-on governance with their fellow youth constituents.

Various accomplishments are cited by the Sangguniang Kabataan National Federation (SKNF) as proof that the institution should be retained. Young politicians and leaders are said to have developed and started their leadership careers through the SK council.

The national federation also cites its contribution to raising the environmental awareness of the youth and society through its projects. In addition, there have been success stories that show its potential as an important organization. Like the KB, the SK has produced a crop of local government officials as well as national legislators. SK Federations at all levels have also been consistent in celebrating the annual Linggo ng Kabataan (Youth Week), a yearly weeklong event when youth members get the opportunity to act as officials of all local government and national agencies for a week.

### **Active Citizenship Among the Youth: Differences Among Sangguniang Kabataan Leaders and Their Constituents**

This article is based on the results of a pilot baseline survey among Sangguniang Kabataan (SK) leaders and youth in Quezon City. The research builds on previous research done by the Center for Leadership, Citizenship, and Democracy (CLCD) on

mobilizing for active citizenship, assessing the performance of the Sangguniang Kabataan, and citizenship in general.

The survey instrument was developed based on the citizenship questionnaire administered by and combined with the work done on civic engagement at the Center for Information and Research on Civic Learning and Engagement (CIRCLE) and research by 18 Flanagan and Torney-Purta. Fifty-one respondents participated in the pilot (SK leaders = 21, non-SK youth = 30), with ages ranging between 15 and 19. The mean age of the SK leaders (SK = 17.3) is higher than that of the non-SK respondents (15.5). Mean tests show that SK leaders are significantly more engaged in the community (e.g., doing community service, contacting a public official, signing a petition, voting, volunteering with environmental organizations) and rated themselves significantly higher as citizens as a result. However, much of this engagement may be a factor of the opportunities afforded to them because of their position.

The results suggest that SK leaders still need to be taught alternative ways of engagement beyond their roles as SK leaders. The bigger challenge remains how SK leaders can encourage ordinary youth to volunteer, participate, and be more active in the community.

**Guidelines on the Conduct of Sangguniang Kabataan (SK) Pederasyon Election; and Rules Governing Terms of Office, Suspension, and Removal of All SK Pederasyon Officers**

Section 1. Rationale. Cognizant of the vital role of the youth in nation-building, Republic Act 10742, otherwise known as the "SK Reform Act of 2015," was signed into law. This promotes and protects the moral, spiritual, and social well-being of the youth



and instills in them a sense of patriotism, nationalism, and other desirable values.

The SK Reform Act of 2015 encourages the involvement of youth in public and civic affairs through the establishment of effective, responsive, and enabling mechanisms in forging youth participation in local governance. Section 21(b) of RA 10742 provides 19 that the Pederasyon ng mga Sangguniang Kabataan at all levels shall elect from among themselves the president, vice-president, treasurer, secretary, and such other officers as they may deem necessary. Furthermore, Section 21(c) of the said law states that the manner of election, suspension, and removal of the officers of the Pederasyon at all levels and the term of office of the other officers of the Pederasyon shall be governed by the guidelines jointly issued by DILG, COMELEC, and NYC.

Section 26. Duties. All members of the Pederasyon at all levels shall perform the following: To actively participate in the activities of the Pederasyon; to disseminate by word and deed the principles, objectives, and programs of the Pederasyon; to conduct themselves in a manner befitting a member of the Pederasyon; and to perform such duties as may be prescribed under existing laws and the IRP of the concerned Pederasyon.

Section 28. Sessions or Meetings. On the first day of the session or meeting immediately following the election, the Pederasyon at all levels shall, by resolution, fix the day, time, and place of its regular sessions or meetings. The conduct of sessions or meetings shall be in accordance with the following: The Panlalawigang, Panlungsod, and Pambayang Pederasyon officers and members shall convene at least once every quarter, or as often as necessary, at the date, time, and place specified in the IRP of the concerned Pederasyon. A special session or meeting of the Pederasyon at all levels may be called by the president or by a majority of the officers of the Pederasyon, in which case the

Pederasyon officers shall be notified through a written notice or through non-traditional media like text message, Facebook, Twitter, or other social media platforms at least twenty four (24) hours before the special session or meeting is held. Each Pederasyon shall keep a journal and record of its proceedings, which may be published upon resolution of the Pederasyon.

Section 31. Grounds for Disciplinary Actions. Any SK Pederasyon officer may be disciplined, suspended, or removed from office, after due notice and hearing, on any of the following grounds: Abuse of authority; commission of any offense involving moral turpitude or an offense punishable by at least prisión mayor (6 years and 1 day to 12 years) imprisonment; failure to perform official duties and functions as Pederasyon officer; commission of any violations cited in the respective IRP of the concerned Pederasyon; and other grounds as may be provided under the Local Government Code of 1991, this JMC, and all other applicable general and special laws.

In addition to the above-mentioned grounds, the Pederasyon president at any level may be disciplined or suspended from office on any of the following grounds: Failure to conduct regular Pederasyon sessions or meetings, as specified in the respective IRP of the Pederasyon, without a justifiable cause; failure to hold regular meetings with the LYDC at least once every quarter without a justifiable cause; removal as president of the lower Pederasyon shall automatically result in their removal as an officer of the higher Pederasyon; and any SK Pederasyon president who is validly removed shall likewise be removed as an ex-officio member of the Sangguniang Panlungsod/Bayan or Sangguniang Panlalawigan, as applicable. Conversely, the removal of any SK Pederasyon president as an ex-officio member of the sanggunian shall ipso facto result in the loss of their

presidency in the SK Pederasyon.

### **Structuring Youth Councils in Saudi Arabia: A Forecasted Study**

The study was intended to assess the role of youth councils in citizenship development and effective participation in decision-making, but only if they functioned as a unified legal entity supported and regulated by the boards. Furthermore, the structure of these councils needed to ensure effectiveness, organization, and the application of the cooperative regulation approved by the Shura Council in 2019. Hence, this study aimed to identify the optimal structure for youth councils in the Kingdom of Saudi Arabia, lay down the necessary regulations for these councils by defining their objectives, tasks, and membership conditions, and develop a unified proposed vision for these councils.

The authorities approved the study conducted by King Saud University in Riyadh. The participants voluntarily filled out the questionnaire without any pressure. The questionnaire was distributed to 413 students who participated in this study, ensuring confidentiality. Several appropriate statistical methods were used. The students completed the questionnaire online via email and WhatsApp. The target study population consisted of Saudi youth at King Saud University in Riyadh, which had a total of 61,321 students aged between 18 and 34 years, according to statistics from the University's Department of Statistics and Information. A random sample of 413 students was selected as a representative group for Saudi youth at King Saud University.

As a result, the study was able to determine how individual responses to each resolution axis statement were skewed and answer the research questions. The results showed that the proposed structure of youth councils was approved from the participants' perspective. More specifically, they strongly agreed that there should be internal

committees within the Council to undertake different tasks and that the Council should be directly linked to the region or governorate. Additionally, the establishment of youth councils contributed to enhancing young people's sense of belonging and citizenship by involving them in discussions on social, economic, and cultural development in the region. It also allowed them to contribute their proposals, energies, and individual capabilities to provide innovative solutions to the challenges they faced and support the country's development process (USAID & EQUIP3, 2009).

### **Effect of Leadership Styles on Employee Performance in the Somali National Civil Service Commission**

The general objective of the study was to assess the effect of leadership styles on employee performance in the Somali National Civil Service Commission. The specific objectives were to evaluate the impact of transformational leadership, transactional leadership, laissez-faire leadership, and servant leadership on employee performance in the Somali National Civil Service Commission.

The study adopted a descriptive research design with a target population of 50 respondents and a sample size of 44 respondents. Primary and secondary data collection methods were used. Stratified and random sampling methods were applied. Data collection instruments consisted of closed-ended questionnaires. The collected data was analyzed both quantitatively and qualitatively and was presented in the form of tables, frequencies, means, and standard deviations using the Statistical Package for Social Sciences (SPSS) software.

From the study's data analysis and interpretations, the following summary, conclusions, and recommendations were drawn: Transformational leadership,

transactional leadership, laissez-faire leadership, and servant leadership played a significant role in influencing employee performance in the Somali National Civil Service Commission. Therefore, the Commission was encouraged to adopt these leadership styles to enhance employee performance and ensure quality service delivery. (International Journal of Novel Research in Humanity and Social Sciences, 5(3), 56-69, 2018).

### **Lived Experiences of Filipino Young Leaders on Participation in Community Development in a Municipality in Northern Negros Occidental**

Rodriguez and Smith (2018) and Onan et al. (2021) mentioned that despite the promising results and importance of youth participation in community development, young people often had no authentic participation. SKs faced criticism and became an avenue for corruption, inefficiency, and allegations of malpractices, misconduct, vote-buying, and patronage politics. This research gap was what this study aimed to address. The purpose of this phenomenological study was to explore the lived experiences of young leaders in community development in a municipality in Northern Negros Occidental and to determine the challenges SK officials encountered in implementing PPAs that involved engaging the youth in the community.

This study utilized a descriptive phenomenological research design. This research design provided a means of understanding a wide range of factors, perspectives, and personal experiences. It aimed to explore and reveal concealed meanings rather than make inferences about the current situation. The researcher sent letters to respondents to secure approval from the Punong Barangays (PBs) and SK officials for the conduct of the study. The participants were identified using purposive sampling. They were oriented on the study's purpose and the proposed timeframe for interviews and related activities. The researcher conducted face-to-face interviews while observing the minimum public health

standards. Four (4) participants in this study were SK officials in a municipality in Northern Negros Occidental, identified using the purposive sampling technique.

As a result, the SK officials who participated in the study expressed difficulties in engaging their youth constituents. They wanted to empower the youth and implement government-prescribed programs for them. However, their youth constituents were shy, reserved, and had low self-esteem and confidence. They were afraid to express their views and opinions. SK officials struggled to gather the youth for activities such as symposiums, advocacy campaigns, assemblies, and meetings spearheaded by SKs and other organizations. Additionally, SKs faced criticism from both their constituents and the community.

### **Factors Affecting the Performance of Sangguniang Kabataan**

This study was conducted primarily to determine the factors affecting the performance of the elected Sangguniang Kabataan (SK) in January, Iloilo, a town in Western Visayas, based on Republic Act 10742, the SK Reform Law of 2015, which governed the local youth organization. Using a descriptive-correlational research design and employing a researcher-made questionnaire for data gathering, 47 respondents were included in this study.

The results showed that the SK in January had a low level of performance. The findings indicated that the respondents were mostly single adults who were college graduates. Most of them received an adequate honorarium, and the majority of barangays, classified as rural, were allocated a moderate annual budget. This budget size depended on multiple factors, particularly the general fund of the barangay. The respondents also reported receiving strong organizational support.

This study concluded that among the factors affecting the performance of the SK, only age had a strong relationship with performance, which indicated that the new law was correct in increasing the age bracket. However, there were other intrinsic factors that contributed to the low performance, such as a lack of creativity and innovation. Thus, it was recommended that the SK foster a sense of creativity and resourcefulness in developing projects and programs. A deeper understanding of the inherent factors influencing youth participation in the community may be the critical next step in advancing SK as a mechanism for national development (Armada, 2020).

### **Performance of Sangguniang Kabataan Officials as Mandated by the Local Government**

This study assessed the performance of SK officials based on the mandated duties provided by the Local Government Code (LGC) of 1991 and the perception of the Lyceum Community regarding the issue of SK abolition. Two hundred (200) members of the community, composed of students, faculty members, and administrative personnel, were randomly selected as respondents.

The study used a descriptive research method to achieve its objectives. The results showed that the Sangguniang Kabataan was able to fulfill its mandated duties and responsibilities under the LGC and was rated as "Good." Moreover, despite certain deficiencies, the respondents believed that reformation, rather than abolition, would be a more effective approach to addressing the failures and shortcomings of the SK.

Based on the results, several recommendations were formulated. First, the government, specifically the Department of the Interior and Local Government (DILG), should review the provisions of RA 7160 to assess the implementation of the duties and

functions mandated to the SK. Second, the DILG should evaluate the performance of SK officials based on their annual and end-of-term reports. Third, SK officials should improve and strengthen their duty to conduct an annual event known as Linggo ng Kabataan through collaboration with the Sangguniang Bayan/Panlungsod and the Barangay. Future researchers may conduct similar studies using different variables.

### **Participation and Performance of Sangguniang Kabataan in Local Governance in the Province of Marinduque: Basis for Program Implementation**

This study evaluated the participation and performance of Sangguniang Kabataan in local governance in the province of Marinduque according to the perception of the respondents. It identified challenges and sought recommendations to enhance the level of participation and performance of SK officials.

A descriptive research method was used in this study, and appropriate statistical treatments were applied to achieve its objectives. A total of 286 respondents, composed of SK Chairpersons, Punong Barangays, and MLGOOs, participated in the study. The findings revealed that, according to the SK Chairpersons and Punong Barangays, the participation and performance of SKs in local governance were rated as "Very Good," while the MLGOOs rated them as "Good."

Based on the findings, the researcher concluded that there was a need to further enhance SK officials' participation and performance in local governance. Various challenges affecting their engagement and effectiveness were also identified. Among the recommendations, the conduct of a special election for SKs was the most preferred, with 73.07% of respondents supporting it. Additionally, the researcher recommended conducting Leadership Enhancement Training for SK officials to reorient them on their



mandated duties, apply appropriate leadership styles, strengthen teamwork and collaboration, and formulate individual leadership development plans

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### **CHAPTER III**

## **RESEARCH DESIGN AND METHODOLOGY**

This chapter includes a discussion on the research design and method employed, the research locale, the population and sampling techniques used, the development and validation of the instrument, the data gathering procedure, and the statistical treatment of data.

### **Research Method and Design**

This study employed a qualitative research method through a case study to examine the leadership approach of the Sangguniang Kabataan Chairman in Laoag City, Ilocos Norte.

Qualitative research is a holistic approach that emphasizes discovery. It is often described as an unfolding model that takes place in a natural setting, allowing the researcher to develop a detailed understanding through direct involvement in actual experiences (Creswell, 1994). A key characteristic of qualitative research is its focus on investigating social phenomena from the participants' viewpoints.

A case study, as a qualitative research method, involves an in-depth examination of a phenomenon within its natural context. It is an intensive research approach that provides interpretations based on observable, concrete interconnections between people and their environment within a real-life setting (Stoecker, 2020).

### **Population and Locale of the Study**

The participants of this study were ten re-elected Sangguniang Kabataan (SK) Chairmen who had served two terms in Laoag City, Ilocos Norte. The researchers used the purposive sampling technique to gather in-depth knowledge and information from the selected participants in order to determine their leadership approach within the community.

Purposive sampling, also known as judgmental sampling, is a non-probability sampling technique in which units are selected based on specific characteristics required for the study. This method relies on the researcher's judgment in identifying and selecting individuals who can provide the most relevant information to achieve the study's objectives. Sampling, in general, refers to the act, process, or technique of selecting a representative subset of a population to observe and analyze its characteristics.

This study was conducted in the following barangays of Laoag City, Ilocos Norte: Brgy. 2 Sta. Joaquina, Brgy. 3 Nra. Sra. Del Rosario, Brgy. 5 San Pedro, Brgy. 8 San Vicente, Brgy. 12 San Isidro, Brgy. 20 San Miguel, Brgy. 35 Gabu Sur, Brgy. 48-A Cabungaan North, Brgy. 52-A San Mateo, and Brgy. 62-A Navotas North.

### **Data Gathering Instrument**

The researchers used an interview guide, which was designed as a structured set of questions to clarify participants' responses regarding the leadership approach of the Sangguniang Kabataan (SK) Chairmen in their community. The interview guide covered key topics, including the leadership approaches applied by the SK Chairmen, the challenges they encountered while leading the SK organization, and the adaptive strategies they used to overcome these challenge.

To validate the interview guide, the researchers conducted preliminary interviews using the constructed guide and obtained consent from the participants. The validation process involved reviewing and refining the questions to ensure clarity, relevance, and effectiveness in capturing the necessary information. This process included pilot testing with two barangays in the municipality of Marcos, Ilocos Norte, seeking feedback from experts, and making adjustments based on the findings to ensure the guide was well-suited

for the actual interviews.

### **Data Gathering Procedure**

Data collection was conducted meticulously to obtain reliable information from suitable participants.

First, upon validation of the researchers' interview guide, a request letter was sent to obtain the names of the re-elected Sangguniang Kabataan (SK) Chairmen in Laoag City, as processed by the Commission on Elections (COMELEC). This step ensured that the participants had served two terms as SK Chairmen. The researchers used purposive sampling, with COMELEC serving as the primary source for identifying eligible participants.

Once the participants were identified, a letter seeking approval to conduct the study was sent to the office of the Barangay Captain in the selected barangays of Laoag City, Ilocos Norte. Following the approval, the researchers conducted a pre-survey to further assess the suitability of the participants. Upon confirming their eligibility, data collection was immediately conducted.

The researchers assured the participants that strict confidentiality would be maintained, ensuring that their identities and data would not be disclosed to unauthorized individuals, thereby upholding their integrity. After data collection, proper data treatment procedures were applied.

### **Treatment of Data**

Thematic analysis was used in this study to identify, analyze, and interpret patterns within qualitative data. It is a method used to recognize recurring themes in qualitative research. Thematic analysis is an effective approach for organizing and summarizing key

themes within a diverse body of literature and for addressing the literature based on these themes. It is flexible, allows for the integration of qualitative and quantitative evidence, and can be guided either by themes emerging from the data itself or by existing theories (Woods et al., 2005).

Data familiarization was the first step. The researchers transcribed the data, and the process of transcription familiarized the qualitative researcher with the data that was obtained from the participants through interviews with the SK Chairman about their leadership approaches. In the data quotation stage, the researchers identified and labeled important information in the responses of the participants that were relevant or potentially interesting. The next step was coding, where the researchers developed initial codes that summarized the salient aspects of the participants' experiences. After coding, the researchers examined the data and identified overarching themes that represented the patterns and significance found in the data. Finally, in the interpretation stage, the themes were interpreted by the researchers, who established and explained the results using theory and literature.

### **Ethical Consideration**

The researchers strictly adhered to ethical standards when conducting this study. Informed consent was obtained to ensure the voluntary participation of respondents by incorporating it within the questionnaire. The researchers clarified and discussed the benefits of the study as well as any potential concerns that might arise. During an informal interview, the researchers sought permission from the participants to capture audio recordings of their responses.

Strict confidentiality was maintained by not disclosing the identities of participants

and ensuring that data was not shared with unauthorized individuals, thereby protecting participants' integrity. The collected data was sealed in an envelope, accessible only to the researchers, and was shredded upon the study's completion. Informed consent was diligently obtained from all participants, and measures were implemented to safeguard their identity and privacy



## **CHAPTER IV**

### **PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA**

This chapter presents the data collected from the participants, as well as the codes and themes that emerged from their responses. It also includes the researchers' interpretation and analysis of the data.

#### **The Leadership Approaches Applied by the SK Chairman of Laoag City, Ilocos Norte**

This section presents the leadership approaches used by the Sangguniang Kabataan (SK) Chairmen in Laoag City, Ilocos Norte to guide and manage the youth organization in the community. It also explores how these approaches affect their performance and effectiveness in leading the organization, addressing challenges, and engaging with the community. Several themes were formulated based on the practices shared by the SK Chairmen in Laoag City, which include the following:

##### **Leadership Through Open Communication**

Leadership through open communication refers to a leadership style that emphasizes transparency, active listening, and clear, honest exchanges between leaders and their followers. This approach fosters trust, collaboration, and an inclusive environment where all team members feel valued and informed (Hargie, 2020).

In this study, leadership through open communication involves leaders facilitating and guiding a group through effective, clear, and open dialogue. It focuses on creating an environment where team members feel heard, understood, and motivated to contribute to common goals.

The theme is supported by the statements of Participant 1, a Site Engineer, as he revealed that:

***“siak ti mangirugi a mangibaga no ania  
ti planok then damagek no agree-da met  
la aminkadaydiay tas agtitinnulongan  
minton nga i-implement dagita”***

I am the one who starts by sharing my plans, then I ask them if they all agree so we can help each other in implementing them).

Participant 2 a BSE Filipino graduate, also stated:

***“As-asitgak ngamin ken kasarsaritak  
amin a KK iti community-mi tapos  
makipag- collaborate kaniada. Nagpa-  
KK Assembly- ak tapos dinengngegko no  
ania ti mayat nga ipa-activity ken  
suggestions kaniada.”***

(I approach and talk to all the KK members in our community, and I tell them that I want to collaborate with them. I held a KK Assembly and listened to their suggestions on activities that could be implemented).

Meanwhile, participant 3, a Registered Nurse, affirmed:

***“Kaykayatko ngamin a mangngeg ti  
idea ti sabali sakbayak nga agaramid ti  
maysa nga activity wenno program”***

(I really want to hear ideas from others before I create an activity or program).

Participant 8, a BS Accounting Information System student, also stated:

***“before-kami nga ag-plano iti program***



*ket dapat kompleto and mangngengan  
amin a suggestions ti council kasta met  
dagiti youth”*

(Before we plan a program, our team should be complete, and we should have gathered all suggestions from the council and the youth.)

Participant 9, a BA Sociology student, also stated:

*“Makikaduaka a nasayaat ken maki-  
communicate iti naurnos like [para iti]  
amin a programa ken aktibidad, maala ti  
opinion ken ideas ti buo nga  
organisasion”*

(You should work well with others and communicate effectively so that, for all programs and activities, you can gather the opinions and ideas of the entire organization).

Participant 10, a Licenced Professional Teacher, supported the other seven participants with this statement:

*“kasaritak amin a paset ti barangay  
tapno maammuanko amin nga  
opinionda tapno iti kasta, haan laeng a  
plano ken opinionko ti maub-ubra iti  
barangaymi”*

(I talk with all the members of the barangay to know their opinions so that it will not be just my plans and opinions that are implemented in the barangay).

Leadership through open communication is often chosen by participants as a

leadership approach because it fosters collaboration, collective decision-making, and shared responsibility, all of which are essential for effective leadership. When leadership is centered around open communication, individuals have the opportunity to contribute their strengths and perspectives, leading to more innovative solutions and improved problem-solving. Furthermore, leadership through open communication fosters a positive organizational culture in which team members work toward common goals, understand each other's strengths and weaknesses, and celebrate successes together. This sense of unity and collaboration enhances motivation and morale, as individuals feel more connected to the team and its objectives.

This is supported by the study of Montes (2005), which examines the effects of organizational learning and open communication cohesion on an organization's ability to use innovation to meet the changing needs of its environment. Over the past decade, extensive literature on organizational innovation has been enriched by contributions from studies on organizational learning. Many of these studies have highlighted a positive relationship between organizational learning and innovation.

### **Driving For Change and Improvement**

Driving for Change and Improvement through Unity for Change emphasizes the collective effort within an organization or community to foster positive transformation by aligning individuals around a shared vision and common goals (Kotter, 1996). In this study, driving for change and improvement highlights that sustainable progress is most effective when everyone—from leaders to employees—works together as a unified team. This approach involves creating an environment where all members are engaged, motivated, and actively contribute to continuous improvement.

As to participant 5, a BS in Management Accounting student:

***“agdesisionak tapos ipadanonko  
kadagiti KK. Dakkel ti pagpintasanna iti  
barangay no napakaammuam dagiti  
miembro”***

(I will decide, then I will inform the KK. There is harmony in the barangay when the members are informed).

Participant 6, a BS Accountancy student, also stated that:

***“idi naiyementar ti nadumaduma a  
programa a pagsayaatan ti Out-of-  
school Youth ken In-School Youth, adu  
ti napintas a nagbaliwan ti barangaymi”***

(When the various programs for OSY and ISY were implemented, there were many improvements in our barangay).

Participant 7, a BS Agriculture student, supported the statements. Saying that:

***“dagiti miembro ket agbaliw no adda ti  
mangiturong kaniada. Biang lider,  
idaulok ti napintas a galad. Gapu  
kadaytoy, adu ti kabataan a nagbalin a  
pagwadan iti barangaymi”***

(The members will change if there is someone to lead them. As their leader, I lead by setting a good example. Because of this, many youth have become role models of good behavior in our barangay).

Driving for change and improvement is often chosen by participants as a leadership approach because it reflects a proactive and forward-thinking mindset that fosters growth, progress, and innovation within an organization or community. Leaders who focus on driving change and improvement are seen as catalysts for transformation, inspiring others to embrace new ideas and adapt to evolving challenges. Participants may prefer this leadership style because it promotes a sense of optimism and purpose. Leaders who prioritize change and improvement often provide a clear vision for the future, helping members understand the goals they are working toward and the benefits of those changes. This statement is supported by the study of Musaigwa (2023), which proposed the concept of "leader motivating language," focusing on a leader's ability to provide organizational members with direction for the future. In addition, guiding employees requires a forward-looking approach in which leaders clarify objectives, provide clear instructions on task execution, mentor employees, and outline what must be achieved to receive rewards.

### **Challenges Encountered By The Sk Chairman In Leading The SK Organization**

This section focuses on the challenges encountered by the SK Chairman in leading the SK Organization. The SK Chairman often faces various difficulties in managing the youth council and fulfilling responsibilities effectively. Based on their experiences, several themes were formulated to highlight the challenges in performing the duties and responsibilities of the SK Chairman. One of these themes is:

#### **The Weight of Absenteeism**

The weight of absenteeism in a community refers to the negative effects caused by the absence or disengagement of key individuals, which impacts social cohesion, community health, and overall effectiveness (Coleman, 1988). In this study, absenteeism

refers to the inactivity of members—whether through physical absence or lack of participation—which disrupts social connections, weakens trust, and hinders collective action.

This is supported by the statement of Participant 1, a Site Engineer, who revealed:

***“dagidiay miembro ti SK ti barangay ket  
dida maayaban a maki-participate iti  
activities”***

(The SK members in the barangay cannot be encouraged to participate in activities).

Participant 2, a BSE Filipino graduate, also revealed:

***“haan a makikipag-cooperate ti  
dadduma nga agtutubo. Masadutda ken  
adu unay ti ubrada para kadagidiay nga  
aktibidad iti SK”***

(Some youths are not cooperative. They are lazy and have many other things to do rather than join SK activities).

Participant 3, a Registered Nurse, also stated:

***“Manmanno laeng ngamin ti active  
dito”***

(There are only a few who are active here).

Meanwhile, Participant 4, a 2-year term SK Chairman, also stated:

***“manmano ti um-umay makipaspaset  
kadagiti iyementar ti Sk a***

***programa ken proyekto iti barangay”***

(Only a few members are participating in the implementation of our SK programs and projects in the barangay).

Participant 8, a BS Accounting Information System student, also stated:

***“kurang ti partisipasion dagiti youth  
iti nadumaduma a programa kas iti  
clean up drive and tree planting  
activities”***

(There is a lack of youth participation in various programs, such as cleanup drives and tree-planting activities),

Participant 9, a BA Sociology student, also stated:

***“No koma adda ti KK assembly or clean-  
up drive, manmano laeng ti makikop-  
cooperate”***

(If there is a KK assembly or clean-up drive, only a few cooperate). Participant 10, a licensed professional teacher, supported the statements by saying:

***“Inactive ti kabataan ditoy barangaymi”***

(The youth in our barangay is not active).

From a leadership perspective, absenteeism can have a significant impact, as the disengagement of a few individuals may lead to a broader decline in team or organizational engagement. This can result in a breakdown of trust and the erosion of social capital within the community. When leaders or key members are inactive, the group may lose momentum, as their absence signals a lack of commitment and responsibility. This, in turn, diminishes the collective effort needed to achieve goals. Additionally, absenteeism negatively affects

team dynamics, leading to unclear roles, reduced accountability, and missed opportunities for collaboration.

These concerns are supported by Badubi (2017), whose study highlights the issue of absenteeism in various workplaces and examines its persistent impact on organizational performance. Employees may be absent for various reasons, including workplace dissatisfaction, or they may intentionally withdraw as a form of protest. Absenteeism in the workplace is detrimental, as it hinders both performance and results. Organizations should, therefore, implement strategies to curb this widespread issue, as it should not be tolerated.

### **Unfavorable Judgment**

Unfavorable judgment refers to a negative or adverse decision or opinion about a person, group, or situation. It often results in consequences such as rejection and can create barriers in the form of misinterpretation or conflict among community members (Barnlund, 2008).

In this study, unfavorable judgment pertains to the escalation of misunderstandings, comments, views, or attitudes directed toward the SK Chairman or the organization. This is supported by the statement of Participant 5, a Bachelor of Science in Management Accounting student, who stated that:

*“Miscommunication, conflicts and disagreements. Ti usually nga ibagbagada ket haanak kano nga agibagbaga ngem that's not true kasi chat-ak a chat kaniada. Uray koma*

*maysa ngem awan a pulos  
tisumungsungbat. No adda meeting,  
majority met ket awanda”*

(Miscommunication, conflicts, and disagreements often arise. They claim I’m not communicating, but that’s not true—I do message them. At least one person is online, yet no one responds. When there's a meeting, most people don’t show up).

Participant 6, a BS Accountancy student, also stated that:

*“Adu ti nadumaduma a negatibo a  
mangmangngeg iti sabali a tattao”*

(Various negative opinions come from different people).

Participant 7, a BS Agriculture student, supported the statements that:

*“dagiti tattao ket nakurangda iti respeto  
ken disiplina a mangiturong koma  
kadakuada a makikammaysa”*

(A lack of respect and discipline prevents people from cooperating).

When leaders fail to communicate clearly or misunderstand the concerns and perspectives of their team members, it can lead to confusion, conflict, and disengagement. Participants may view unfavorable judgment as a significant negative impact because it undermines collaboration and trust within the team. Judgment creates divisions that make it difficult for members to work together toward shared goals. A lack of clarity in communication prevents leaders from effectively guiding their teams, as members may feel unsupported or frustrated due to unclear expectations or misinterpreted instructions. This not only reduces productivity but can also demoralize team members, making them feel



unheard or that their ideas are being ignored.

These statements are supported by the study of Bahrain et al. (2023), which highlights how misunderstandings can negatively impact various aspects of productivity. A lack of communication among staff due to disagreements may prevent the successful completion of tasks that require collaboration. Moreover, if communication issues arise between management and staff, misinformation can spread, leading to rumors and assumptions that take time away from work. Additionally, a lack of relevant information can harm both productivity and employee engagement. Poor communication often results in ambiguous instructions or expectations, leaving employees uncertain about their roles, tasks, or deadlines, ultimately contributing to confusion and inefficiency in the workplace.

### **The Coping Mechanisms Used By The Sk Chairman To Overcome Their Challenges**

How an individual deals with pressure influences the overall difficulty they experience. There are two types of coping methods: constructive and destructive. In this study, the researchers focused on constructive coping mechanisms for managing pressure and reducing tension in relation to their line of work. Several themes were formulated based on the shared challenges faced by the SK Chairman. These themes include:

#### **Rebuilding Member Involvement**

Rebuilding member involvement in a community refers to the process of re-engaging community members by ensuring that leaders take responsibility for their actions and decisions, thereby fostering trust and encouraging active participation (Bennis, 2003).

In this study, Rebuilding Member Involvement emphasizes the importance of contributing to the well-being of both individuals and the community. It is guided by accountable leadership and a willingness to listen to the opinions of both leaders and

community members. As a coping mechanism, rebuilding member involvement helps alleviate the strain caused by absenteeism or inactive members, ultimately restoring group cohesion and maintaining productivity.

To support this theme, Participant 1, a Site Engineer, shared that:

*“Minitingko ti Council-ko and then  
inbagak kaniada a dapat ket i-engage-  
tayo ti bagbagi-tayo together with the  
kabataan ti barangay. Dapat maki-  
participate iti activities ti barangay.  
Dapat maaddaankami iti Community  
Engagement a makunkuna or tay dapat  
active a sumali kadagiti programa or  
activities ti baranggaymi”*

(I met with my Council and told them that we should engage with other youth in the barangay and participate in barangay activities. We should promote community engagement by actively joining the programs and initiatives of our barangay).

Participant 2, a BSE Filipino graduate, also shared:

*“Nag-set-ak iti Assembly tapno makitak  
no ania ti mayat nga ipa-activity  
kaniada, gapu ta pinagpilik isuda tapno  
mismo nga isuda ti maki-cooperate”*

(I organized an assembly to learn what good activities I could offer them. I let them choose so they would actively cooperate).

Further, participant 3, a Registered Nurse, stated:

*“mapankam’ agsursor tapno i-updateda  
iti activities and programs. Kadagitay  
simmaruno met ketdi a programamin,  
active metten ti kaadduan nga umay.”*

(We go around to update them on activities and programs. In our subsequent programs, most attendees were active).

In addition, participant 4, a two-year term SK chairman, responded:

*“Innikkak ti bukod a sek-sector dagiti  
miembro ti sangguniang kabataan  
tapno mangallukoy ken  
mangisaganakami iti napintas nga event  
para kadagiti agtutubo. Nagbalin met a  
naannayas ken agtutuloy ti  
pinagpartisipar dagiti agtutubo iti uneg  
ti barangay”*

(I assigned each Youth Council member to their own sector to attract and engage the youth in preparing a meaningful event. There was also smooth and continuous participation from the youth within the barangay).

Participant 8 a BS Accounting Information System student responded:

*“No agprogramakami ket siguraduenmi  
a maisabay iti sabali pay a programa a  
kayat a pakipasetan dagiti ubing. Kasla*

*koma laeng no adda seminars ket agited  
iti scholars or agpa-feeding kadagiti  
ubbing. Idi inubrami daytoy, adun ti  
nagatattend”*

(When we have a program, we make sure it can be combined with other activities that children want to participate in. For example, if there are seminars, we can provide scholarships or organize a feeding program for the children. When we implemented this, many people attended).

Participant 9, a BA Sociology student, responded:

*“kasaridak isuda a kailangan a maubra  
dagitoy then iyunak ti agubra tapno  
maawisko ida a makipartisipar”*

(I talk to them about what needs to be done, then I start working first to encourage them to participate).

Participant 10 a LPT supported the statements by:

*“agpapa-meeting-ak and I am asking  
each and one of them no ania dagiti  
kayatda a programa a mabalinmi nga  
iyimplement tapno ma-secure-mi ti  
engagement-da ken collaboration iti SK  
Officials ken iti amin a Kabataan ti  
barangay”*

(I discussed this in the meeting and asked each of them what programs they would

like us to implement so we can secure their engagement and collaboration with the SK officials and all the youth in the barangay).

Rebuilding member involvement was identified by participants as a key aspect of leadership because it highlights the importance of re-engaging individuals who have become disconnected or inactive within the community or organization. Participants prioritize rebuilding involvement as a leadership responsibility since it is crucial for long-term success and sustainability. Re-engaging withdrawn members requires addressing underlying issues such as communication gaps, unmet needs, or lack of recognition. Leaders who proactively rebuild involvement foster an environment where trust, collaboration, and open communication can thrive.

These statements are supported by Dugan (2006), who studied leadership development and the role of involvement in leadership learning using the Social Change Model. This model, designed specifically for college students, aligns with the emerging post-industrial leadership paradigm, which views leadership as relational, transformative, process-oriented, learned, and directed toward change. Similarly, the core principles of the Social Change Model emphasize social responsibility and change for the common good. Its values include consciousness of self, congruence, commitment, common purpose, collaboration, controversy with civility, and citizenship.

### **Clarification**

Clarification refers to the process of overcoming communication barriers and resolving confusion within a community in order to foster openness and mutual understanding (Schramm, 1971). He discusses the importance of clarifying messages and eliminating misunderstandings, suggesting that clarity is essential for effective

communication, particularly in diverse communities.

In this study, Clarification involves when communities work to break down these walls of confusion, they move toward clarity, where members are better able to communicate their needs, ideas, and concerns. despite misunderstandings, and addressing them with openness and understanding. Clarification serves as a coping mechanism to break down communication barriers, fostering better understanding and smoother interactions within the group.

To support, statement of Participant 5, a BS in Manangement Accounting student, as he responded that:

***“kinasaritak ida in-explain-ko amin  
kaniada a mapaspasamak.”***

(I explained everything to them about what was happening).

Participant 6, a BS Accountancy student. also responded:

***“Dinengngegko dagiti negatibo ngem  
pinagbalinko nga inspirasyon tapno mas  
lalo nga agbalin nga effective leader”***

(I heard the negative remarks, but I turned them into inspiration to become a more effective leader).

Participant 7, a BS Agriculture student, supported that:

***“ipakpakitak no kasano ti  
panagpakumbaba tapno iti  
sumarsaruno ket mabalinda met a  
tuladen. Mamatiak a ti***

*panagpakumbaba ket umuna nga  
addang para iti disiplina”*

(I will show how humility can lead to progress and inspire others. I believe that humility is the first step toward discipline).

Participants identified clarification as a key aspect of leadership because it underscores the importance of effective communication in fostering understanding, trust, and collaboration within a team or organization. Misunderstandings can create confusion, disrupt progress, and lead to misaligned goals, ultimately hindering the group’s effectiveness. Participants recognize that clarification is a fundamental leadership responsibility, as it directly influences how well individuals work together, make decisions, and achieve common objectives.

Addressing and resolving misunderstandings strengthens relationships, enhances cooperation, and ensures that everyone is aligned. This clarity fosters a sense of unity, reduces conflict, and promotes a more productive and harmonious environment.

These statements are supported by Kapur (2018), who examined the barriers to effective communication. Within the communication process, various obstacles can arise—some avoidable, others not. To overcome these barriers, individuals must develop the necessary skills, attitudes, and traits for effective communication. Kapur’s study emphasizes the challenges that emerge within organizational structures and explores strategies for addressing them. This research provides valuable insights into communication barriers and the procedures needed to overcome them.

# **ACTION PLAN ON BUILDING A STRONGER YOUTH COMMUNITY PROGRAM AND ACTIVITIES**



## **ACTION PLAN FOR BUILDING A STRONGER YOUTH COMMUNITY**

### **Rationale**

The Sangguniang Kabataan (SK) Council has been in place for many years to provide a platform for young individuals to engage in local governance and advocate for youth interests. However, despite being established over a decade ago, the SK governance mechanism in the Philippines has faced challenges, including corruption, lack of transparency, and poor leadership. The SK Reform Law was introduced to address these issues, but its impact remains limited.

This study aims to benefit SK Chairpersons and young leaders, both current and aspiring, who seek to improve governance within the SK Council. The findings can serve as a valuable resource, particularly for the SK Council in Laoag City, to enhance leadership performance within their communities. Additionally, it provides an opportunity for policymakers, governmental bodies, community leaders, non-governmental organizations, and emerging youth leaders to take meaningful steps toward strengthening SK governance and leadership in the country.

### **Purpose and Objectives**

This action plan aims to develop an empowerment campaign to support SK Chairpersons in overcoming the challenges they face and to introduce coping mechanisms used by SK leaders in managing these difficulties. The plan is designed for both present and future SK Councils and can be implemented through seminars, webinars, or a combination of both, depending on governance policies. This initiative is expected to be executed before the 2025 Philippine General Election.

Another key strategy is the Strengthening Leadership SK Program, which focuses on developing and empowering young leaders within the community. This initiative seeks to equip them with the necessary skills, knowledge, and attitudes to effectively lead and serve their communities while preventing ineffective leadership and poor performance. The individuals involved include SK Councils, community leaders, and aspiring leaders. Like the empowerment campaign, this initiative can be conducted through seminars, webinars, or both, and will be implemented before the 2025 election.

Additionally, a video awareness campaign will be launched to emphasize and promote the importance of leadership within the SK Councils. This initiative will involve SK Councils and aspiring leaders and will be disseminated through social media platforms to maximize reach and engagement. This campaign will be rolled out before the 2025 election as part of the overall action plan.

# **ACTION PLAN ON BUILDING A STRONGER YOUTH COMMUNITY PROGRAM AND ACTIVITIES (Matrix)**

*Table 1: Action Plan on Building a Stronger Youth Community*

ACTIVITY/ PROGRAM	OBJECTIVES	PERSONS INVOLVED	STRATEGIES	TIMEFRAME
<b>Community Feedback Forums</b>	Encourage open communication and provide members with a platform to voice their concerns and suggestions.	SK Councils, KK Members, Barangay Officials	<p>Conduct seminars or webinars to facilitate discussions.</p> <p>Use social media, posters, and announcements during barangay gatherings to invite all KK members.</p> <p>Establish a fixed schedule and venue to make these forums a regular part of the SK Council's operations.</p>	Monthly or Quarterly
<b>Leadership Development &amp; Capacity-Building Program</b>	Enhance leadership, communication, and decision-making skills among KK members, empowering them to participate effectively and confidently in SK councils.	SK Councils, KK Members	<p>Invite local leaders, experienced SK members, and professionals to lead training sessions and share insights.</p> <p>Collaborate with the DILG (Department of the Interior and Local Government) or NYC (National Youth Commission) to provide guidance on youth leadership and governance.</p>	Quarterly
<b>Video Awareness Campaign</b>	Increase awareness of the importance of youth involvement in SK councils and showcase the positive impact of active participation.	SK Councils, KK Members, Students	<p>Engage local youth or creative community members to produce high-quality videos.</p> <p>Share the videos on social media platforms.</p> <p>Include a call to action, prompting members to share the video within their networks to expand its reach.</p>	Within a Month

## CHAPTER V

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary, conclusions, and recommendations based on the exploration of leadership approaches and the challenges faced by the SK Chairpersons of Laoag City in fulfilling their responsibilities.

#### Summary of Findings

This study examined the leadership approaches employed by SK Chairpersons in Laoag City, specifically identifying the challenges they encountered while leading their communities. Additionally, it explored the coping mechanisms they used to overcome these difficulties, which could serve as valuable strategies for sustaining effective leadership.

Two main leadership approaches emerged from the study: **Leadership Through Teamwork** and **Driving for Change and Improvement**. In terms of challenges, the key themes identified were **Weight of Absenteeism** and **Wall of Misunderstanding**. Meanwhile, the coping mechanisms utilized by the SK Chairpersons were categorized into **Rebuilding Member Involvement** and **Turning Misunderstanding into Clarity**.

#### Conclusions

Leaders adopt various leadership approaches to effectively guide their communities. By implementing strategies that align with the needs and dynamics of their members, they foster unity, encourage participation, and address challenges proactively.

Although participants encountered significant challenges in leadership, they

exhibited resilience and adaptability in overcoming these obstacles. Issues such as misunderstandings, communication barriers, and absenteeism were effectively managed through proactive coping strategies. By seeking clarity, rebuilding connections, and embracing flexibility, they maintained their commitment to leadership and contributed to the overall success of their communities.

### **Recommendations**

Based on the study's findings, the researchers propose the following recommendations to address the challenges identified:

- The Department of the Interior and Local Government (DILG) should provide leadership and governance training for SK members to enhance their confidence and understanding of their roles. The DILG and LGUs should collaborate with educational institutions and leadership experts to conduct workshops on leadership, governance, and SK council responsibilities.
- The Sangguniang Kabataan (SK) Council should improve communication between the SK Council and KK members to address concerns, clear misunderstandings, and enhance participation. Monthly forums or surveys should be organized to allow KK members to voice their concerns, opinions, and ideas. The DILG and LGUs should provide guidance on effective conflict resolution strategies.
- The Commission on Elections (COMELEC) should conduct a voter education campaign targeting KK members to increase awareness of SK elections and their significance. COMELEC should partner with the SK Council and local youth organizations to hold seminars and webinars explaining the role and responsibilities of KK members and how their participation impacts community governance.

- The Local Government Units (LGUs) should encourage SK councils to organize community-based initiatives that actively engage KK members, providing them with hands-on experiences in community development. Local projects such as environmental clean-ups, health campaigns, and youth empowerment programs should be initiated to allow KK members to take on leadership roles and make meaningful contributions.
- The Sangguniang Kabataan (SK) Chairpersons should adopt the proposed action plan to strengthen community engagement and enhance SK Council involvement.

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